

# FSI *Foreign Service Institute*

DEPARTMENT OF STATE

## OUTLINE

### A-200 THE MID-CAREER COURSE ON FOREIGN AFFAIRS

January 16 - April 6, 1956

#### 1. Objective

The Mid-Career Course on Foreign Affairs (designed for FSO's of Classes 3 and 4) is considered a major milestone in an officer's career. It punctuates the conclusion of the junior phase of his career, when he has been functioning under relatively close supervision and dealing frequently with the more mechanical aspects of the Service, often within a narrow specialty. It marks his emergence onto a plane of function where he will handle substantive policy matters, where he will bear more direct responsibility for decision and judgment, and where he will be called upon to exercise leadership both within the Service as a profession and in the broader field of foreign affairs. The quality of performance on this plane will have a direct bearing on the nation's security, prosperity and morale.

The mid-career years should be a period of substantive growth in character and intellect. The objective of the Mid-Career Course may thus be stated as follows: "To germinate the process of intellectual growth that should accompany the progression of a Foreign Service Officer from the mid-career to the senior ranks."

What is sought is not so much to add to the already abundant supply of technical fact that the students already command, as it is to re-examine fundamental assumptions, to explore new methods, and to rekindle the creative spark. It is hoped that the Course may give new meaning and new dimension to past experience and in so doing develop a more acute awareness of professional function, greater depth of understanding, greater precision in observation and greater accuracy in evaluation.

#### 2. Theme

The Mid-Career Course is a part of the Institute's program of general career training. It is not intended to develop expertise in any one special field, but rather to emphasize the integration of professional operations. Moreover, the Course is a training - not a briefing operation. ~~That~~ In view of the limitations of time available for training, breadth of coverage will be subordinated to depth of analysis. The Course is intended to contribute

permanently to the improvement of an officer's professional performance, and not just to prepare him for his next post of assignment.

The one common functional denominator of Foreign Service Officers after reaching mid-career status is participation in the foreign policy process. Regardless of specialty and regardless of area of assignment, they will all contribute professionally to the formulation and execution of the nation's foreign policy, and will thus require unusual skill in policy operations and analysis. "Foreign Policy" has thus been selected as the unifying theme of the Course.

### 3. Plan of Study

During the first two months of the Course the time of students will be about equally divided between lectures and class discussions on the one hand, and reading and independent study on the other. In addition, faculty members and visiting lecturers will be available for informal individual and group consultations. During the last month each student will participate in three exercises: (1) a policy problem study, (2) a student review panel, and (3) the submission of an individual paper. Preparation for these exercises will commence earlier in the Course, however.

The week on Executive Management will be conducted at the FSI Field Training Center at Front Royal, Virginia, by the School of Management. Instruction will be carried out primarily by the case method, supplemented by lectures and panel discussions.

The tentative schedule of class sessions, and a further explanation of the three exercises, appears below. The Course Reading List will be issued separately.

### 4. Summary Outline of the Course

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|---|--|
| I. Introduction                             | - 2½ days  |
| II. The American Scene                      | - 2½ days  |
| III. Executive Management                   | - 5 days at Field Training Center, Front Royal, Va.        |
| IV. The Formulation of Foreign Policy       | - 5 days   |
| V. The Execution of Foreign Policy          | - 8 days, including 1-day trip to United Nations, New York |
| VI. Concepts and Methods in Foreign Affairs | - 9 days   |
| VII. Comparative Ideologies                 | - 7 days   |
| VIII. Selected Policy Problem Studies       |  |
| (a) The Arab-Israeli Problem                | - 5 days   |
| (b) The Indo-China Problem                  | - 5 days   |
| (c) NATO Problems                           | - 5 days   |
| IX. Student Review Panels                   | - 4 days   |
| X. Student Papers                           |  |

5. Tentative Schedule of Class Sessions and Student Exercises

(Times and titles are subject to confirmation in the Daily Class Schedules to be issued as the Course progresses. The names of lecturers will also be announced therein.)

<u>DATE</u>	<u>HOUR</u>	
<u>I. Introduction</u>		
Monday, January 16	10:00 - 10:45	Welcome by Director of Foreign Service Institute and Coordinator of Mid-Career Training
	11:00 - 12:30	Introduction to Course by Course Chairman
	2:00 - 5:00	Introductory Talks by Students
Tuesday, January 17	9:15 - 12:30)	Introductory Talks by Students
	2:00 - 5:00	
Wednesday, January 18	9:00 - 9:15	Introduction to Deputy Under Secretary for Administration
	10:00 - 11:00	"Report on the Foreign Service" by the Director General
	11:30 - 12:30	"Personnel Assignment, Promotion and Rotation"
<u>II. The American Scene</u>		
Wednesday, January 18	2:15 - 4:30	"The American Political Situation"
Thursday, January 19	9:15 - 11:30)	"The American Economic Situation"
	2:15 - 4:30	
Friday, January 20	9:15 - 11:30	"The American Social Situation"
	2:15 - 4:30	
<u>III. Executive Management</u> - (at Field Training Center, Front Royal, Va.)		
Monday, January 23	9:00 - 9:30	Introduction
	9:30 - 12:00	"Executive Responsibilities in the Foreign Service"
	1:30 - 5:30	"Exercising Authority"
Tuesday, January 24	9:00 - 12:00	"Delegation and Staff Work"
	1:30 - 5:30	"Managing an Executive Team"
Wednesday, January 25	9:00 - 12:00	"Financial Planning"
	1:30 - 5:30	Informal Discussion Groups

<u>DATE</u>	<u>HOUR</u>	
<u>III. Executive Management (Continued)</u>		
Thursday, January 26	9:00 - 12:00	"Informal Organization"
	1:30 - 5:30	"Getting People to Work Together"
Friday, January 27	9:00 - 12:00	"Developing Subordinates"
	1:30 - 5:30	"The Executive Task"
<u>IV. The Formulation of Foreign Policy</u>		
Monday, January 30	9:00 - 10:00	Introduction
	10:15 - 12:30	"The Role of the White House and National Security Council"
	2:15 - 4:30	CLASS MEETING
Tuesday, January 31	9:15 - 11:30	"The Role of the Department of State"
	2:15 - 4:30	"The Role of the Foreign Service Post"
Wednesday, February 1	9:15 - 11:30	"The Role of Congress"
	2:15 - 4:30	"Foreign Policy in the Nuclear Age"
Thursday, February 2	9:15 - 11:30	"The Role of Intelligence"
	2:30 - 5:30	"The Role of the Central Intelligence Agency"
Friday, February 3	All Day	"The Role of Defense and the Nature of Nuclear War"
<u>V. The Execution of Foreign Policy</u>		
Monday, February 6	11:15 - 11:30	"National Power"
	2:15 - 4:30	
Tuesday, February 7	9:15 - 11:30	"Traditional Diplomacy"
Wednesday, February 8	9:15 - 12:30	United States Information Agency
Thursday, February 9	9:15 - 11:30	"Multilateral Diplomacy"
	2:15 - 4:30	"Atoms for Peace"
Friday, February 10	All Day	Visit to the United Nations
Monday, February 13	9:15 - 11:30	"The Role of Government in International Economic Affairs"
Tuesday, February 14	9:15 - 11:30	"Economic Aid and Development"
	2:15 - 4:30	
Wednesday, February 15	9:15 - 11:30	"International Trade and Finance"
	2:15 - 4:30	REVIEW

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VI. Concepts and Methods in Foreign Affairs - A study of the underlying philosophical concepts and scientific methods applicable to the foreign policy process.

Thursday, February 16	9:00 - 12:30	"Introduction to the Behavioral Sciences"
Friday, February 17	9:15 - 11:30	"Psychology and the Culture Concept"
Monday, February 20	9:15 - 11:30	"Techniques of Cultural Analysis: Status and Role"
Tuesday, February 21	9:15 - 11:30	"Techniques of Cultural Analysis: Functional Analysis"
Wednesday, February 22	HOLIDAY - WASHINGTON'S BIRTHDAY	
Thursday, February 23	9:15 - 11:30	"Language in Culture"
Friday, February 24	9:00 - 12:30	REVIEW
Monday, February 27	9:15 - 11:30	"The Cultural Bases of International Affairs"
Tuesday, February 28	9:15 - 11:30 2:15 - 4:30	"Concepts of Change"
Wednesday, February 29	9:15 - 11:30	REVIEW

VII. Comparative Ideologies

Thursday, March 1	9:15 - 11:30	"The Judeo-Christian Tradition"
Friday, March 2	9:15 - 11:30	"The Liberal Tradition"
Monday, March 5	9:15 - 11:30	"Current Non-Marxist Economic Philosophies"
Tuesday, March 6	9:15 - 11:30	"Islam"
Wednesday, March 7	9:15 - 11:30	"Oriental Philosophies"
Thursday, March 8	9:15 - 11:30 2:15 - 4:30	"Philosophy of Communism" "Soviet Communism"
Friday, March 9	9:15 - 11:30 2:15 - 4:30	"The Communist Challenge" "The American Response"

VIII. Selected Policy Problem Studies

For purposes of policy problem study the class will be divided into three study groups, each of which will be assigned a current policy problem. Assignment to groups will be made at the class meeting on the afternoon of January 30 and will be subject to student choice so long as numerical balance among the groups can be maintained. Five days during the last month have been reserved for each problem study. During the first three of these

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days lectures pertinent to the problem will be scheduled. The problem study will culminate in two three-hour sessions, during the first of which the appropriate study group will present orally its analysis of the problem and its policy recommendations. During the second session the latter will be debated with the class as a whole, and a group position will be sought.

Initiative and responsibility for the definition of the problems and for the preparation, organization and conduct of these sessions will rest entirely with the student members of the study groups. Each group should organize itself so that all major facets of the problem - such as economic, cultural, internal political and international - are covered. Students not members of the study group should exercise criticism in the general debate, but in a constructive manner, with a view to the ultimate reconciliation of divergent opinions and interests. Although no written work will be required to be submitted in connection with these projects, groups will be forced to assume definitive positions by the conclusion of the exercise.

The purpose of these exercises is three-fold: (1) to afford an opportunity for the application to actual policy problems of the concepts, methods and techniques studied in the earlier portion of the course; (2) to require creative student participation and initiative; (3) to simulate conditions actually faced by officers in the senior grades who are charged with the formulation of policy recommendations.

	<u>DATE</u>	<u>HOOR</u>	
(a)	<u>The Arab-Israeli Problem</u> (Faculty Adviser: Mr. Edwin Wright, FSI)		
	March 12	9:00 - 10:00	Introduction
	March 13	10:15 - 12:30	"Middle East Oil"
	March 14	9:15 - 11:30	"Zionism and Arab Unity"
	March 15	9:00 - 12:30	Problem Study
	March 16	9:00 - 12:30	Problem Study
(b)	<u>The Indo-China Problem</u> (Faculty Adviser: Dr. Paul Sturm, FSI)		
	March 19	9:15 - 11:30	"The Viet-Nam Situation"
	March 20	9:15 - 11:30	"An Estimate of Red Chinese Intentions"
	March 21	9:15 - 11:30	"Neutralism in South and Southeast Asia"
	March 22	9:00 - 12:30	Problem Study
	March 23	9:00 - 12:30	Problem Study
(c)	<u>NATO Problems</u> (Faculty Adviser: Mr. Joseph J. Montllor, FSI)		
	March 26	9:15 - 11:30	"The Future of Germany"
	March 27	9:15 - 11:30	"French Attitudes on European Unity"
	March 28	9:15 - 11:30	"European Regional Economic Problems"
	March 29	9:00 - 12:30	Problem Study
	March 30	9:00 - 12:30	Problem Study

#### IX. Student Review Panels

The first four days of the last week will be devoted to four three-hour student-conducted reviews and discussions of the several major segments of the course. For this purpose the class will be divided into four panels dealing, respectively, with:

- |     |         |              |   |
|-----|---------|--------------|---|
| (1) | April 2 | 9:00 - 12:30 | Executive Management and the<br>Formulation of Foreign Policy |
| (2) | April 3 | 9:00 - 12:30 | The Execution of Foreign Policy                               |
| (3) | April 4 | 9:00 - 12:30 | Concepts and Methods in Foreign<br>Affairs                    |
| (4) | April 5 | 9:00 - 12:30 | The American Scene and Comparative<br>Ideologies              |

#### X. Student Papers

Each student will be required to submit by March 30 a paper of 3,000 - 6,000 words on a topic of his choice, subject to the approval of the Course Chairman. Titles and outlines should be submitted by March 9. The topic should relate to some theme developed in the main body of the course, and although it may be complimentary to the student's role in his policy problem study, it should have a general professional Foreign Service application rather than a narrow area orientation. Each student should arrange on his own initiative to discuss his drafting plans with the Course Chairman at an early date. Papers of unusual excellence will be published by the Institute for later use in its general professional training activities.

#### XI. Graduation

The Graduation Ceremony will be held on the morning of April 6.

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